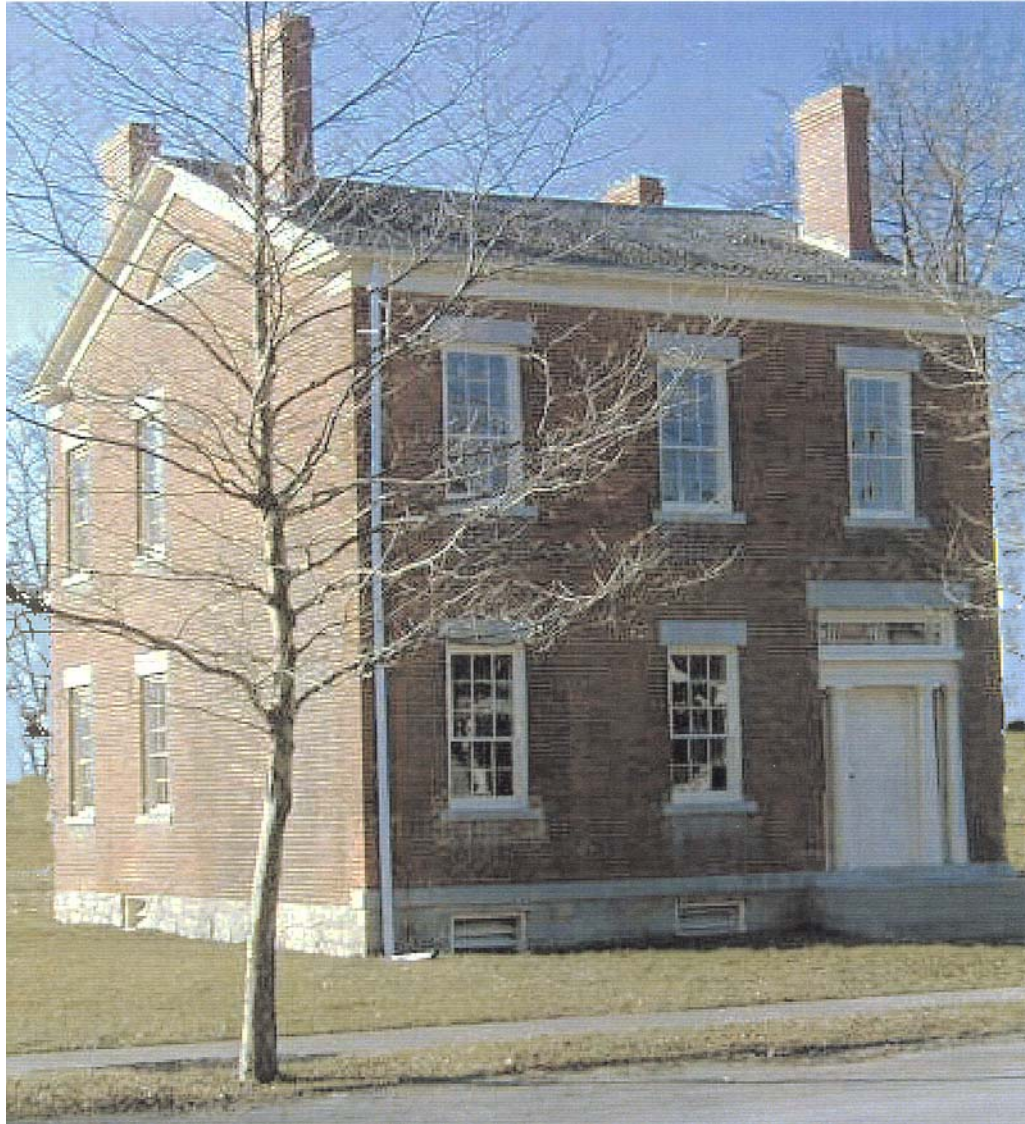


**ANNUAL PERFORMANCE PLAN**  
**FOR**  
**WOMEN'S RIGHTS NATIONAL HISTORICAL PARK**



**October 1, 2002 to September 30, 2003**

**ANNUAL PERFORMANCE PLAN**  
**FOR**  
**WOMEN'S RIGHTS NATIONAL HISTORICAL PARK**

**FISCAL YEAR 2003**  
**(October 1, 2002 – September 30, 2003)**

Approved

---

Superintendent

Date

## Table of Contents

Approval Page .....	2
Table of Contents .....	3
I Introduction and Overview .....	5
About This Plan .....	5
The Women’s Rights National Historical Park .....	5
The National Park Service .....	6
The Government Performance and Results Act of 1993 (GPRA) .....	6
II Mission Statement .....	7
III Strategies: Accomplishing Goals .....	8
Organization .....	8
Facilities .....	8
Financial Resources .....	9
IV Key External Factors .....	10
V Goals .....	11
Introduction .....	11
Category I: Preserve Park Resources .....	11
Ia5 Historic Structures .....	11
Ia6 Museum Collections .....	12
Ia7 Cultural Landscapes .....	13
Ia8 Archeological Sites .....	13
Ib2C List of Classified Structures .....	13
Ib2D Museum Objects Cataloged .....	14
Ib2F Historical Research .....	14
Goal Category II: Provide for the Public Enjoyment and Visitor Experience of Parks .....	14
IIa1 Visitor Satisfaction .....	14
IIa2 Visitor Safety .....	14
IIb1 Visitor Understanding and Appreciation .....	15
IIb1X Educational Programs .....	15

	Goal Category IV: Ensure Organizational Effectiveness .....	15
	IVa3 Employee Performance .....	15
	IVa4A Underrepresented Groups in Permanent Workforce .....	16
	IVa4B Women and Minorities in Temporary and Seasonal Workforce .....	16
	IVa4C Individual with Disabilities in the Permanent Workforce .....	17
	IVa4D Individual with Disabilities in the Temporary and Seasonal Workforce ..	17
	IVa6A Lost-Time Injury Rate .....	18
	IVa6B Continuation of Pay Hours .....	18
	IVb1 Volunteer Hours .....	18
	IVb2A Cash Donations From All Sources .....	18
	IVb2B In-Kind Donation From Friends Groups and Other Organizations .....	18
	IVb2C In-Kind Donations From Cooperating Association .....	19
	IVb4 Fee Receipts .....	19
VI	Measuring Results .....	20
VII	Annual Performance Plan Preparers .....	20

## **I. INTRODUCTION**

### **About This Plan**

This is the Annual Performance Plan for Women's Rights National Historical Park, a unit of the National Park System, administered by the National Park Service, U.S. Department of the Interior. Our Plan includes our mission statement, derived from the legislation establishing and affecting this park. It contains our goals organized under goal categories and mission goals (the "in perpetuity" goals that encompass everything we do). It also contains short-term goals that describe in quantified, measurable ways examples of what we plan to achieve in the one-year period covered by this plan, October 1, 2002, through September 30, 2003.

The content and organization of this Plan relates to the process established by the National Park Service under the Government Performance and Results Act of 1993 (GPRA) [see following sections]. Additional copies of this Strategic Plan are available by visiting or writing park headquarters at 136 Fall Street, Seneca Falls, New York. We welcome questions and comments, which should be addressed to the Superintendent at this address

The Plan also contains a general section on "Strategies" on how goals will be accomplished," that briefly sketches the organization, facilities, and financial resources available to achieve the plan's long-term goals. There is a brief discussion of "Key External" Factors" that could positively or negatively affect goal achievement. Each short-term goal has one or more explanatory paragraphs that give background, detail, and other information useful to help the reader understand the goal, as well as how the goal will be accomplished. After these goal explanations, there is an overview of how results will be measured. Finally, there is a listing of those who were consulted in development of the plan and a list of plan preparers.

### **The Women's Rights National Historical Park**

Women's Rights National Historical Park is a vital part of America's national system of parks, monuments, battlefields, recreation areas, and other natural and cultural resources. Established by *Public Law 96-607, Title XVI* in 1980, Women's Rights NHP is spread over the Villages of Seneca Falls and Waterloo, New York, with its Visitor Center and park administrative offices headquartered at 136 Fall Street in Seneca Falls. Within its 8.47 acres, the park staff manages and preserves the Wesleyan Methodist Chapel; the Elizabeth Cady Stanton House; the M'Clintock House; the Hunt House, Declaration Park; the Visitor Center and all the associated cultural landscapes of the historic houses.

Seneca Falls, New York, is best known for its associations with the beginning of the women's rights movement in the United States - more than any other site in the country. Seneca Falls was the location of the First Women's Rights Convention, held over two days in July 1848. More than 300 women and men attended the convention that marked the beginning of the organized women's rights movement. The

"Declaration of Sentiments," adopted during the convention and signed by 100 attendees, provided the agenda for subsequent women's rights activity.

Women's Rights National Historical Park was created by Congress in 1980 to preserve and interpret the nationally significant historical and cultural sites and structures associated with the struggle for equal rights for women. The park consists of several buildings in Seneca Falls and nearby Waterloo, New York including the Hunt Home in Waterloo where the convention was planned; the M'Clintock Home in Waterloo where the Declaration of Sentiments was written; the Wesleyan Methodist Chapel in Seneca Falls where the convention was held; and the home of Elizabeth Cady Stanton in Seneca Falls.

## **The National Park Service**

The National Park Service (NPS), established in 1916, preserves outstanding examples of the best of America's natural, cultural, and recreational resources for the enjoyment, education, and inspiration of this and future generations. These resources of national significance constitute a significant part of America's heritage, character, and future. The National Park System consists of 378 park units located in nearly every state and territory of the nation. The National Park Service not only directly preserves these treasures; it also makes them available to millions of visitors from throughout the country and the world every year. NPS also has legislated responsibilities for natural and cultural resource conservation outside national parks in partnership with state and local governments, tribes, and non-profit organizations. These programs provide a variety of technical and/or financial assistance.

In consultation with Congress, OMB and other interested parties, the NPS developed its own implementation process to comply with the Government Performance and Results Act of 1993 (GPRA). Using an 8-step process, the NPS developed its first *Strategic Plan* in 1997. A copy of the current plan is available for review at Women's Rights National Historical Park. It is available on the Internet at <http://www.nps.gov/planning>.

As part of its GPRA implementation process, NPS decided that each of its component parks, programs, and offices would develop and submit their own Strategic Plans, Annual Performance Plans, and Annual Performance Reports. These plans address applicable long-term goals in the NPS *Strategic Plan* and may add goals specific to their own legislative mandates, missions, resources, visitor services, and issues needs. The local plans are generally a blend of national and local missions and goals.

## **Government Performance and Results Act of 1993 (GPRA)**

GPRA is one of the most recent and comprehensive of a number of laws and executive orders directing federal agencies to join the "*performance management revolution*" already embraced by private industry and many local, state, and national governments.

In a nutshell, *performance management* uses performance goals based on an organization's primary mission to guide daily actions and expenditures. Importantly, goals must be quantifiable and measurable results or outcomes, rather than efforts or outputs, such as activities, services, and products. The established and proven performance management approach is to ***establish goals – allocate resources to accomplish those goals – take action/do the work – measure results – evaluate and report performance – use evaluation to adjust goals and reallocate resources – and continue the loop.*** This process sharpens our focus on accomplishing our mission in the most efficient and effective ways, and holds managers and employees accountable on a clear and measurable basis.

The approach seems so elegantly simple and logical that one is compelled to ask, “Isn’t that what everyone is already doing?” In fact, most federal agencies have not traditionally done business this way. They have been funded by programs and activities rather than by goals. Too often they have conducted business year after year based on what they have always routinely done, rather than in pursuit of mission-oriented goals. Too often they have not measured their performance in terms of results achieved, but rather in level of activities conducted, products produced, or services provided – if they have measured performance at all. And too often managers and employees have not been held accountable for their performance in achieving concrete, results-oriented goals, and have not communicated the outcomes of their work to their important constituencies – the American people, the Congress, even the President. So performance management, as embodied in GPRA, is new, revolutionary, and vitally important to a more effective, efficient, and credible federal government.

This Plan is much more than just a response to a legislative mandate, however. The law was a catalyst that caused the park staff to reexamine daily activities and routine products and services, as well as funding and staffing expended to accomplish them. It motivated and energized us to make sure these things are aligned with the mission of the National Park Service and the Women’s Rights National Historical Park, and the long-term goals established to achieve those missions. The results, we believe, will be better planning, better management, and better communication among ourselves and with all of our constituencies and stakeholders, about where we are, where we need to be, and how we are going to get there most effectively and efficiently.

## II. **Women’s Rights NHP Mission Statement**

To preserve, protect and interpret for the education, inspiration, and benefit of present and future generations the nationally significant historical and cultural sites, structures, and events associated with Women's Rights National Historical Park, and to cooperate with national, state, and local entities to preserve the character and historic setting of such sites, structures and events.

The mission statement of the National Park Service at Women’s Rights National Historical Park grows from the park’s legislated mandate found in the *Public Law 96-607, Title XVI*. Our mission statement is a synthesis of our mandated purpose and the park’s primary significance.

**Significance:** The primary significance of Women’s Rights National Historical Park can be summarized as: The formal struggle for equal rights for women was ignited by the people and events that generated and surrounded the First Women’s Rights Convention held in Seneca Falls in July 1848. This struggle is one of the most critical and influential social movements in North American history starting in the 19th century and continuing today.

The Declaration of Sentiments, ratified at the 1848 Convention, is a document of enduring relevance, which asserted that equality and justice should be extended to all people without regard to sex.

### **III. STRATEGIES: Accomplishing Goals**

We plan to accomplish our goals using the organization, facilities, and financial resources summarized below. These should give our staff, partners, stakeholders, and the public a better understanding of what we are trying to accomplish and how we plan to do it.

#### **Organization**

Superintendent Josie Fernandez manages Women's Rights National Historical Park. Park staff are organized into three operating divisions: Management, Visitor Services and Cultural Resources, and Facility Management. Staff expertise and specialties include chief of visitor services and cultural resources, one historian, three permanent park rangers, one museum curator, chief of maintenance, two maintenance mechanics, two maintenance workers, one program assistant, one secretary and administrative officer, and administrative technician. Several seasonal (temporary) park guides, one program assistant and one laborer are hired each year to assist core staff.

The staff is supplemented and supported by assistance or expertise from various other NPS parks and central offices, and/or other partners or organizations. Staff from the National Park Service's Boston Support Office work with us to assess and improve our interpretive programming and for Goal IIb1. The Support Office will also provide professional services related to archeological data collection, engineering and contracting. The NPS Northeast Cultural Resource Center will assist the park by providing professional services to preserve, restore and rehabilitate historic structures to achieve Goal IIa1. The Olmsted Center for Cultural Landscape Preservation will help us to inventory and evaluate our historic cultural landscape resources for Goals IIb for better data to make informed decisions about our resources.

In addition to helping accomplish education and visitor service goals through literature sales and donations, Eastern National will provide 1 year-round sales clerk and 1 seasonal sales clerk at the visitor center, at no cost to the NPS.

The Friends of Women's Rights National Historical Park, Inc., will actively engage in educational programs, fundraising, advocacy efforts, preservation, and forming strategic alliances with other supportive organizations to further the mission of the park. Other park partners include The National Women's Hall of Fame; The Seneca Falls Historical Society and Museum; the Seneca Falls Heritage Area Visitor Center; the Seneca Museum of Waterways and Industry, the Elizabeth Cady Stanton Foundation and the Seneca County Chamber of Commerce and Tourism Office.

#### **Facilities**

Women's Rights NHP resources and facilities are geographically scattered in four separate areas within the Villages of Seneca Falls and Waterloo, New York. The Wesleyan Chapel Block and the Elizabeth Cady Stanton Site are located within the Seneca Falls Heritage Preservation District. The District includes 363 acres stretching along four miles of the historic Cayuga-Seneca (C&S) Canal, and includes two National Register Districts, the Trinity Lane-Fall Street District, and the Women's Rights Historic District. The M'Clintock House and Hunt House are approximately 4 miles west of the park headquarters.



The Wesleyan Chapel Block consists of remnants of the historic Wesleyan Methodist Chapel; a new 20,000 sq. ft. Visitor Center/Headquarters Building, with a computer controlled commercial HVAC system; a 140 ft.-long “Water Wall” fountain, with a complete water treatment system; and a 200-seat amphitheater, set within a landscaped block in the Village downtown along the Cayuga-Seneca (C&S) Canal.

The park’s infrastructure includes two GSA-leased facilities: a 2,600 sq. ft. Educational Center (Printshop), and a 7,300 sq. ft. Maintenance Facility. The Maintenance Facility supports a fleet of five (5) vehicles, two (3) small grounds tractors, staff offices and lunchroom, a complete building and grounds maintenance shop, and a small warehouse area.

The Stanton Site consists of the 1,600 sq. ft. clapboard historic Elizabeth Cady Stanton home and cultural landscape (2-acres) located at the eastern end of the Heritage Preservation District, along the canal. The house and landscape are partially restored. Adjacent to the historic lot, the Park owns a 1,200 sq. ft. residential home and a 1,100 sq. ft. residential home on a .74 acre lot adjacent to Lock No. 3 of the C&S Canal.

The M'Clintock House is located two blocks from the C&S Canal in Waterloo, New York. The site consists the 1,500 sq. ft historic brick home of MaryAnn and Thomas M'Clintock on approximately a one-acre lot. Adjacent to the historic lot, the Park owns a 1,400 sq. ft. residential home on a .23 acre lot.

The historic Hunt House site consist of the 2,400 sq. ft. historic brick home of Jane and Richard Hunt on approximately 1.9 acre lot with a 3-car garage and pool house.

Measuring goal achievement and verification of measures will be by annual building inspection, photo documentation, and completion reports.

## **Financial Resources**

In Fiscal year 2003 (October 1, 2002 to September 30, 2003), the financial resources available to achieve the Women’s Rights NHP’s goals included an annual base operating budget of approximately \$1,327,000, which funds a workforce of 16 permanent positions. Seven seasonal employees, and approximately 6,909 hours of Volunteers-in-Parks service supplemented the workforce. Special project and program funds distributed by the National Park Service regional and Washington offices will be used as available. Achieving our goal performance targets is critically dependent on base funding, additional project funds, volunteer assistance, and partnerships and donations

With this performance plan we aim to target efforts in planning and management to accomplish what we can with the resources we have. We would, however, be remiss in our duties if we did not note our funding and staffing shortages that seriously hinder our ability to achieve our mission and goals. We also recognize that we are but one of many worthwhile federal enterprises that compete for appropriation—thus, the need to pursue a wide variety of alternative management, funding, and staffing scenarios to supplement our funding. In the meantime, we welcome the opportunity to respond to the requirements of GPRA with this *Annual Performance Plan* and its companion documents to better plan, manage, and communicate how -- and how well -- we are achieving our mission through performance goals supported by existing levels of funding.

#### IV. KEY EXTERNAL FACTORS

Park management and staff can plan, manage, and control much of what occurs in the park. Sometimes they can influence factors external to park boundaries that affect the park. Other factors, such as natural events, are beyond managing or influencing. All of these things can negatively or positively affect goal outcomes. A few of the most important or most likely are briefly identified below. This is not an exhaustive list but simply those factors that are most likely to influence outcomes at the time this plan was written.

The July, 1998, commemoration of the 150th anniversary of the First Women's Rights Convention continues to fuel public interest and increased visitation at the park. Although the record numbers (74,263 visits in FY98) are not likely to be repeated annually, that special event and the premiere of the Ken Burns/Paul Barnes' film *"Not for Ourselves Alone: The Story of Elizabeth Cady Stanton and Susan B. Anthony,"* have brought tremendous attention to the park.

In October 1999, a high-profile story on the park in "The New York Times" on the park focused on the imminent public sale of the nearby historic Hunt House, the site where the idea for the First Women's Rights Convention was conceived and the Convention planned. The media attention and subsequent purchase of the property by the Trust for Public Lands and the National Trust for Historic Preservation have once again piqued public interest and support for the park and complete restoration of all park historic properties.

In May 2001, C-SPAN produced a live broadcast from the Park on American Writers that included Elizabeth Cady Stanton that brought tremendous attention to this park.

These external factors have required shifting priorities because of funding opportunities and timely responses to public interest and pressure to aggressively pursue those resources that would otherwise not be available to accomplish our restoration projects.

In summary, the popularity of the Women's Rights National Historical Park is expected to continue and present even greater challenges both in terms of resource preservation and visitor use. Visitation has grown 10 % over the last five years and is expected to continue. Due to the rapid growth of the regional tourism industry, the number of international visitors has placed special demands on park staff. Additional factors affecting performance include:

- ♦ The costs of maintaining and restoring cultural resources are escalating.
- ♦ The implementation of new programs that emphasize wise use of limited resources and sustainable practices;
- ♦ A significant increase in the number of projects requiring compliance reviews under the National Environmental Policy Act and/or Section 106 of the Historic Preservation Act;
- ♦ The National Parks and Omnibus Act of 1998 (Public Law 105-391) established major new responsibilities for concessions management, employee training and career development, natural resources inventory and monitoring, and cooperative research studies.

## V. GOALS

“The NPS performance management process requires all units of the NPS to organize goals and efforts under four goal categories and broad “in perpetuity” mission goals that state ideal future conditions and encompass all we do. Long-term goals, developed for each strategic plan period move us toward mission goals. The annual goals shown in this section are the current year’s increments toward achieving long-term goals, and they are listed by Goal Category, Mission Goal, and Long-term Goal. Please see our Strategic Plan for more details.

Our goals for FY03 (October 1, 2002 through September 30, 2003) are listed below in bold. The numbering sequence follows that of the NPS strategic Plan. Goal numbers may not be consecutive – where a number is left out there is no local goal matching the NPS goal. Goal Categories and Mission Goals are in regular type. *Long-term goals are italicized. Annual Goals are in bold type.* Since goal progress is not always equally spaced during a strategic planning period, there is a not to show when no activity is scheduled this fiscal year.”

### Goal Category I                      Preserve Park Resources

NPS Mission Goal Ia Natural and cultural resources and associated values are protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context.

*Ia5 By September 30, 2005, 66% (4 of 6 structures) of the historic structures on the 1999 List of Classified Structures are in good condition.*

**Ia5 By September 30, 2003, the Wesleyan Chapel, Stanton House, M’Clintock House, Hunt House and the Old Village Hall (Visitor Center) historic structures are preserved in good condition. The M’Clintock House well cover will be preserved in fair condition. These structures are on the List of Classified Structures-- the NPS official inventory and database of important historic structures-- as of the end of 1999, the baseline year for this goal. Each structure will receive routine maintenance as required, including custodial care, touch-up painting, monitoring/servicing of mechanical systems, and simple repairs. Based on the annual building inspection, conducted by the Park Facility Manager and Maintenance Mechanic, routine and cyclic maintenance will be scheduled for each structure.**

The Wesleyan Chapel work will include all routine maintenance, contract inspection and monitoring of the fire alarm/suppression system, to continue preserving the structure in good condition. Measuring goal achievement and verification of measures will be by annual building inspection and photo documentation.

The Elizabeth Cady Stanton House work will include all routine maintenance, contract inspection and monitoring of the security, fire alarm/suppression system, to continue preserving the structure in good condition. Through a partnership with Seneca County, the Park has received a Department of Housing and Urban Development grant to connect the Stanton Site to the Cayuga-Seneca Canal. Conceptual site design for a visitor contact area, on a property adjacent to the canal, has been completed. The historic home of Jacob P. Chamberlain has been acquired by the Park and will be rehabilitated to serve as the visitor contact station. An Historic Structures Report will be completed for the Chamberlain House to guide treatment. Boat docking will be constructed, as well as bank erosion control measures along the canal at the Chamberlain House. The Park is seeking funding to complete the Chamberlain House

rehabilitation. Measuring goal achievement and verification of measures will be by annual building inspection, photo documentation, and completion reports.

The M'Clintock House work will include all routine maintenance, contract inspection and monitoring of the security, fire alarm/suppression system, to continue preserving the structure in good condition. Preservation and restoration of building interior will be completed through a contract. The scope of work includes: reestablishing building utility systems, preservation of extant historic fabric, restoration of the interior floor plan, fireplaces, architrave, finishes, etc. Measuring goal achievement and verification of measures will be by annual building inspection, photo documentation, and completion reports.

The former Village Hall (Park Visitor Center/Headquarters) work will include all routine maintenance, contract work for the inspection/monitoring of the security, fire alarm/suppression systems and elevator inspection/maintenance, to continue preserving the structure in good condition. Measuring goal achievement and verification of measures will be by annual building inspection and photo documentation.

The Hunt House work will include monitoring and custodial care, i.e., lawn mowing, snow removal, minor repairs and maintenance. Measuring goal achievement and verification of measures will be by annual building inspection, photo documentation, and completion reports.

Measuring goal achievement and verification of measures will be by on-the-ground inspection, photo documentation, and completion reports. The condition of the park's historic structures is reported yearly to the Regional Historic Architect in charge of the LCS.

*Ia6 By September 30, 2005, 90% or 242 of 269 of preservation and protection standards for park museum collections are met.*

**Ia6 By September 30, 2003, Preservation, protection, and use of museum collections are consistent with 204 of 269 professional standards applicable to Women's Rights NHP collections, from 68% of standards in the baseline year of 1998. Based on an approved Collections Management Plan, collections are moved to appropriate storage, public use of collections and archives for research are appropriately managed, and artifacts are given professional care in storage and on exhibit/loan. Archeological collections associated with two new structures are stored and exhibited. Loaned and donated artifacts held by descendants of houses are processed, protected and used consistent with standards. Timely reporting, cyclic assessment, and regular housekeeping of exhibits and artifacts in historic structures increase accountability for the condition of collections.**

Measuring goal achievement and verification of measures will be done by conducting annual collections and exhibit area inspections, and through completion of the annual "Checklist for Preservation and Protection of Museum Collections" and other required, annual collections management reports.

*Ia7 By September 30, 2005, 3 of 3 Women's Rights National Historical Park cultural landscapes on the 1999 National Park Service Cultural Landscapes Inventory (CLI) with condition information are in good condition.*

**Ia7 By September 30, 2003, 3 (100%) of 3 Women's Rights NHP cultural landscapes on the 1999 National Park Service Cultural Landscapes Inventory (CLI) with condition information are in good condition. Routine preservation of the cultural landscapes at the M'Clintock and Stanton Sites will include, mowing, trimming, pruning shrubs and trees, removal of overgrowth, etc. The Park has acquired the Hunt House. It is anticipated that the cultural landscape associated with this property will be inventoried and the condition assessed at that time.**

Measuring goal achievement and verification of measures will be done by conducting ongoing, documented, maintenance inspections of the park grounds.

*Ia8 By September 30, 2005, 3 (100%) of 3 Women's Rights National Historical Park's archeological sites listed on the FY1999 National Park Service Archeological Sites Management Information System (ASMIS), with condition assessments, are in good condition.*

**Ia8 By September 30, 2003, 3 (100%) of 3 Women's Rights NHP archeological sites listed on the FY-1999 National Park Service Archeological Sites Management Information System (ASMIS), with condition assessments, are in good condition. Work shall continue on data collection for Stanton Site archeological features, including Stanton House wings, the door yard, Chamberlain House, and the utility building associated with the Chamberlain House. The Park is in the process of acquiring the Hunt House. It is anticipated that an archeological site assessment will be completed for this property prior to 2005.**

Measuring goal achievement and verification of measures will be done by conducting ongoing, documented inspections of fort archeological resources.

NPS Mission Goal Ib. The National Park Service contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.

*Ib2C By September 30, 2005, all 6 (100%) of Women's Rights National Historical Park historic structures on the FY1999 List of Classified Structures (LCS) have updated information in their LCS records.*

**Ib2C By September 30, 2003, all 6 of Women's Rights National Historical Park historic structures on the FY 1999 List of Classified Structures (LCS) have updated information in their LCS records and add one Seneca Street and the Hunt House to the LCS records.**

Measuring goal achievement and verification of measures will be done by annually checking the currency of LCS data and continuing close coordination with the Regional Historic Architect.

*Ib2D By September 30, 2005, Museum objects catalogued are increased by 35.9% (30,696 to 32,231 are cataloged).*

**Ib2D By September 30, 2003, Museum objects catalogued are increase from 31,003 to 31,310.**

Measuring goal achievement and verification of measures will be done when cataloging is resumed. The status of the museum collection is reported to the NPS Washington Office annually in a required "Collection Management Report" for the park.

*Ib2F By September 30, 2005, Women's Rights National Historical Park's Historic Resource Study (HSR) and Administrative History are completed to professional standards, current, and entered in CRBIB.*

**Ib2F By September 30, 2003, Women's Rights NHP's Historic Structures Reports for Business and Economic Support of the 1848 convention and One Seneca Street are completed to professional standards, current, and entered into CRBIB.**

Measuring goal achievement and verification of measures will be done by establishing and maintaining close coordination with the Regional Historian to begin and complete the required studies

Goal Category II: Provide for the Public Enjoyment and Visitor Experience of Parks

NPS Mission Goal IIa: Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.

*IIa1A By September 30, 2005, 97% of visitors to Women's Rights National Historical Park are satisfied with appropriate park facilities, services, and recreational opportunities.*

**IIa1A By September 30, 2003, 97% of visitors are satisfied with the availability, accessibility and quality of park facilities and services.**

Measuring goal achievement and verification of measures will be done by project tracking and status reporting. A formal visitor survey will again be completed in Fiscal Year 2003 and later years covered by the strategic plan. Annual visitor survey results are used by park staff to improve visitor services.

*IIa2 By September 30, 2005, The number of visitor accidents/incidents at Women's Rights National Historical Park is no higher than its baseline rate of 1 (the FY92-96 five-year annual average).*

**IIa2 By September 30, 2003, The number of visitor accidents/incidents at Women's Rights National Historical Park is no higher than its baseline rate of 1 (the FY92-96 five-year annual average).**

Measuring goal achievement and verification of measures will be done by tracking and reporting accidents or incidents should they occur, taking and recording immediate corrective action, and annually calculating and reporting the accident/incident rate.

NPS Mission Goal IIb: Park visitors and the general public understand and appreciate the preservation of parks and their resources for this and future generations.

*Iib1 By September 30, 2005, 86% of Women's Rights National Historical Park's visitors understand and appreciate the significance of the park.*

**Iib1 By September 30, 2003, 84% of. Women's Rights National Historical Park's visitors understand and appreciate the significance of the park.**

Visitor understanding and appreciation is measured by annual Visitor Survey Card results.

*Iib1X By September 30, 2005, 60% of students participating in NPS formal educational programs understand America's cultural and natural heritage as preserved by the NPS and its programs.*

**Iib1X By September 30, 2003, 60% of students participating in NPS formal educational programs understand America's cultural and natural heritage as preserved by the NPS and its programs.**

Students understanding is measured by post-activity worksheets.

Goal Category IV: Ensure Organizational Effectiveness

NPS Mission Goal IVa: The Women's Rights National Historical Park uses current management practices, systems, and technologies to accomplish its mission.

*IVa3A By September 30, 2005, 100% (21 of 21) of Women's Rights National Historical Park employee performance plans are linked to appropriate strategic and annual performance goals and position competencies.*

**IVa3A By September 30, 2003, 100% (16 of 16) of Women's Rights National Historical Park employee performance plans are linked to appropriate strategic and annual performance goals.**

This goal will be accomplished by supervisors in each division ensuring, by re-writing if necessary, that current performance standards are linked to appropriate strategic and annual performance goals, as well as to position competencies. Success in this goal will be measured by the park's human resources offices counting the number of performance appraisals that comply with this requirement.

Measuring goal achievement and verification of measures will usually be done semi-annually by checking with supervisors on their progress in conducting performance evaluations for their staffs. Progress will be reported annually in the NPS Performance Management Data System (PMDS) computerized database. Achievement of this objective is certified in writing by the Superintendent to the Regional Director, upon request.

*IVa4A By September 30, 2005, the number of Women's Rights National Historical Park permanent and term positions in the 9 targeted occupational series filled by employees from underrepresented groups is increased from 1 to 2 (25% increase).*

**Iva4A By September 30, 2003, the number of Women's Rights National Historical Park permanent and term positions in the 9 targeted occupational series filled by employees from underrepresented groups stays the same.**

This goal will be accomplished by hiring officials, in conjunction with the personnel office, exerting extra efforts in attracting job candidates from underrepresented groups to fill permanent jobs in the 9 targeted occupational series within the Park Service. These efforts will include using tools such as recruitment trips to target candidates in underrepresented groups, special hiring authorities, and establishing relationships and partnerships with educational and other non-federal agencies in order to identify possible candidates. Success in this goal will be measured by comparing the demographic data of the workforce collected from FPPS at the end of fiscal year 1999 with that collected at the end of fiscal year 2005.

Measuring goal achievement and verification of measures will be done by park staff as permanent hiring actions, if any, take place during the year. In addition, the Regional Director's office monitors performance related to this goal and provides reports to the Superintendent throughout the year on status in achieving this goal.

*IVa4B By September 30, 2005, increase the Women's Rights National Historical Park representation of underrepresented groups over the 1999 baseline of 7 by 25% (1) of women and minorities in the temporary and seasonal workforce.*

**Iva4B By September 30, 2003, increase the Women's Rights National Historical Park representation of underrepresented groups over the 1999 baseline of 7 by 25% (1) of women and minorities in the temporary and seasonal workforce.**

This goal will be accomplished by hiring officials, in conjunction with the personnel office, exerting extra efforts in attracting job candidates from underrepresented groups to fill temporary and seasonal jobs within the Park Service. These efforts will include using tools such as recruitment trips to target candidates in underrepresented groups, special hiring authorities, and establishing relationships and partnerships with educational and other non-federal agencies in order to identify possible candidates. Success in this goal will be measured by comparing the demographic data of the workforce collected from FPPS at the end of fiscal year 1999 with that collected at the end of fiscal year 2005.

Measuring goal achievement and verification of measures will be done by park staff as hiring actions, if any, take place during the year. In addition, the Regional Director's office monitors performance related to this goal and provides reports to the Superintendent throughout the year on status in achieving this goal.

*IVa4C By September 30, 2005, the number of Women's Rights National Historical Park permanent positions filled by employees with targeted disabilities is increased from 0 in FY1999 to 1 (10% increase).*

**IVa4C By September 30, 2003, the number of Women's Rights National Historical Park permanent positions filled by employees with targeted disabilities is increased from 0 in FY1999 to 1 (10% increase).**



This goal will be accomplished by hiring officials, in conjunction with the personnel office, exerting extra efforts in attracting job candidates from underrepresented groups to fill permanent jobs within the Park Service. These efforts will include using tools such as recruitment trips to target candidates in underrepresented groups, special hiring authorities, and establishing relationships and partnerships with educational, job training and other non-federal agencies in order to identify possible candidates. Success in this goal will be measured by comparing the demographic data of the workforce collected from FPPS at the end of fiscal year 1999 with that collected at the end of fiscal year 2005.

Measuring goal achievement and verification of measures will be done by park staff as permanent hiring actions, if any, take place during the year. In addition, the Regional Director's office monitors performance related to this goal and provides reports to the Superintendent throughout the year on status in achieving this goal.

*IVa4D By September 30, 2005, the number of Women's Rights National Historical Park temporary/seasonal positions filled by employees with targeted disabilities is increased from 0 in FY1999 to 1 (10% increase).*

**IVa4D By September 30, 2003, the number of Women's Rights National Historical Park temporary/seasonal positions filled by employees with targeted disabilities is increased from 0 in FY1999 to 1 (10% increase).**

This goal will be accomplished by hiring officials, in conjunction with the personnel office, exerting extra efforts in attracting job candidates from underrepresented groups to fill temporary and seasonal jobs within the park service. These efforts will include using tools such as recruitment trips to target candidates in underrepresented groups, special hiring authorities, and establishing relationships and partnerships with educational, job training and other non-federal agencies in order to identify possible candidates. Success in this goal will be measured by comparing the demographic data of the workforce collected from FPPS at the end of fiscal year 1999 with that collected at the end of fiscal year 2005.

Measuring goal achievement and verification of measures will be done by park staff as hiring actions, if any, take place during the year. In addition, the Regional Director's office monitors performance related to this goal and provides reports to the Superintendent throughout the year on status in achieving this goal.

*IVa6A By September 30, 2005, the number of Women's Rights National Historical Park employee lost-time injuries is maintained at or below the FY 1992-FY 1996 five-year annual average of 3.*

**IVa6A By September 30, 2003, By September 30, 2005, the number of Women's Rights National Historical Park employee lost-time injuries is maintained at or below the FY 1992-FY 1996 five-year annual average of 3.**

*IVa6B By September 30, 2005, the number of Women's Rights National Historical Park hours of Continuation of Pay is held at the FY92-FY96 5-year annual average of 0.*

**IVa6B By September 30, 2003, the number of Women's Rights National Historical Park hours of Continuation of Pay is held at the FY92-FY96 5-year annual average of 0.**

By maintaining a safe and healthful working environment and promoting safe work practices, Women's Rights National Historical Park helps prevent mishaps that result in employee injury and illness. This requires an extensive, multi-faceted program that involves all employees. If mishaps occur, the Park will return the employee back to work as soon as medically able to reduce time off the job.

An interactive CD-ROM training program with over 20 courses will be offered to employees throughout the park. All employees will complete the DOI Safety and Occupational Health Training CD-ROM during FY2001. By initiating these steps and continuing them through FY2005, the park's lost-time rate will decline significantly.

Success is determined by a reduction in both statistics, as computed by the central office programs.

**Mission Goal IVb: The Women's Rights National Historical Park increases its managerial resources through initiatives and support from other agencies, organizations, and individuals.**

*IVb1 By September 30, 2005, the number of Women's Rights National Historical Park volunteers hours is increased from 5471 hours in FY1997 to 7917 hours (44.7% increase).*

**IVb1 By September 30, 2003, the number of Women's Rights National Historical Park volunteers hours is increased from 5471 hours in FY1997 to 6909 hours (26.3% increase).**

Historically, VIPs have staffed the VC information desk, assisted with Interpretive program and administrative duties, have helped with maintenance work and provided other services to the park as needed. We will strive to expand the scope of assistance provided by volunteers by recruiting widely and in non-traditional areas.

Success of the goal will be measured by maintaining, or an increasing, the number of volunteer hours.

*IVb2A By September 30, 2005, cash donations to Women's Rights National Historical Park are maintained at the FY 1998 level of \$4,218.*

**IVb2A By September 30, 2003, cash donations to Women's Rights National Historical Park are maintained at the FY 1998 level of \$4,218.**

Since the creation of Women's Rights National Historical Park, the Park has benefited from the generosity of private individuals, foundations, and corporations. Achieving this goal will enhance the ability of the Park to increase park program services and projects.

Success of the goal will be measured by maintaining, or an increasing, the donation level.

*IVb2B By September 30, 2005, the cash value of in-kind donations, grants, and services provided to the Women's Rights National Historical Park by the Friends of Women's Rights National Park, Inc. and other organizations is increased from \$0 in FY1997 to \$5,000.*

**IVb2B By September 30, 2003, the cash value of in-kind donations, grants, and services provided to the Women's Rights National Historical Park by the Friends of Women's Rights National Park, Inc. and other organizations is increased from \$0 in FY1997 to \$5,000.**

This goal increases the recognized value (in dollars) of donations from Friends groups and other associations. The work of Friends groups and non-profit park support groups is increasingly important. This goal identifies the effort needed to support and work with these organizations. An increase in the amount of support received will enhance the ability of the park to operate and manage programs for the park visitor.

Success of the program is measured by the increased value of donations.

*IVb2C By September 30, 2005, the cash value of in-kind donations, grants and services to Women's Rights National Historical Park from Eastern National is maintained at the FY 1997 level of \$5,930*

**IVb2C By September 30, 2003, the cash value of in-kind donations, grants and services to Women's Rights National Historical Park from Eastern National is maintained at the FY 1997 level of \$5,930**

This goal recognizes the value (in dollars) of donations from the park's cooperating association, Eastern National. Increases over FY 97 in Eastern National donations, allows for further development of publications, providing visitors with general and in-depth information on the park themes. We see only continued increases in sales over the 2001-5 period.

The value of donations (products and in-kind services) is reported fiscally.

*IVb4 By September 30, 2005, the receipts from Women's Rights National Historical Park entrance, recreation, and other fees are increased from \$15,965 in FY1997 to \$21,249 (33.1% increase).*

**IVb4 By September 30, 2003, the receipts from Women's Rights National Historical Park entrance, recreation, and other fees are increased from \$15,965 in FY1997 to \$21,249 (33.1% increase).**

All park rangers, EN staff, and VIP's will include a message about fees and passports in all visitor contacts. Staff taking group reservations will inform school and adults groups of fee program details and explain the reservation program, to ensure that all visitors and groups comply with fee policy. In addition in FY 00, we will begin selling the new National Park Passes. Interpretive staff will create exhibits and posts signs when projects from the maintenance backlog are completed with fee program revenue.

Measuring goal achievement and verification of measures is done by collecting, recording and reporting all receipts and reimbursements to the appropriate National Park Service accounting office.

## **VI. MEASURING RESULTS**

Measuring our performance and confirming our results often involves the same approach for more than one goal. For example, visitor surveys are used for IIa1-Visitor Satisfaction, IIb1-Visitor Understanding

and IIB1X Educational Programs. Site condition inspections and completion reports are used for goals Ia5 Historic Structures, Ia6 Museum Collections, Ia7Cultural Landscapes and Ia08 Archaeological Sites. Increases in the various cultural resource baselines under Goal Ib2A-E will be verified regionally and sent to the national manager for that database. Progress in improving Visitor Safety Ila2, and reducing Employee Injury Rate IVa6A , and Iva6B will be verified by regional and national safety managers, based on the number of accidents, visitor days and/or worker hours reported through national databases. Each goal will be measured by the specific methods described in the previous section. Additional information will also be available at the park.

An annual accomplishment report will be prepared that summarizes progress made toward achieving each goal and any needed program course corrections. We will evaluate accomplishments toward achieving our five-year performance targets during each of the five performance years. Depending on the nature of our success in meeting goals, we may have to adjust our strategies accordingly.

## **VII. ANNUAL PERFORMANCE PLAN PREPARERS**

The following park staff members were involved in preparing this Strategic Plan:

Josie Fernandez, Superintendent

Nancy “Lizzie” Watts, Acting Superintendent

Marcia Lerkins, Administrative Officer, GPRA Coordinator

Robert Fenton, Facility Manager

Vivien Rose, Chief of Visitor Services and Cultural Resources